APPENDIX A

How the Marines are Organized

The United States Marine Corps is organized as a "force-in-readiness," one that is able to support a wide range of national military requirements. The service is divided into four broad categories:

- >> Headquarters Marine Corps
- >> Operating forces
- >> Supporting establishment
- >> Reserves.

HEADQUARTERS MARINE CORPS

Headquarters, U.S. Marine Corps consists of the Commandant of the Marine Corps and those staff agencies that advise and assist him in discharging his responsibilities prescribed by law and higher authority. The Commandant is directly responsible to the Secretary of the Navy for the total performance of the Marine Corps. This includes the administration, discipline, internal organization, training, requirements, efficiency, and readiness of the service. The Commandant also is responsible for the operation of the Marine Corps material support system.

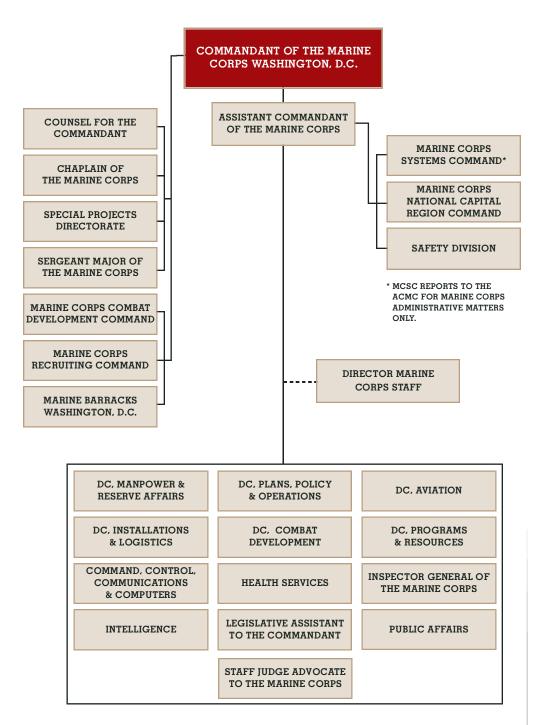
OPERATING FORCES

Operating forces - the heart of the Marine Corps - comprise the forward-presence, crisis-response, and fighting power that the

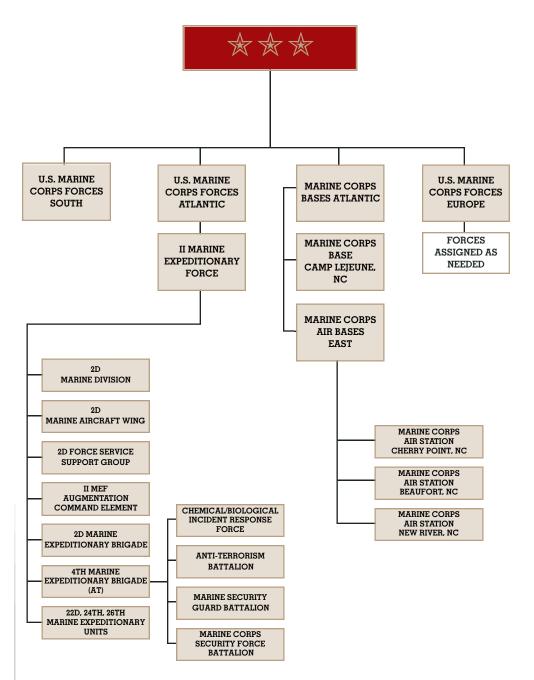
Corps makes available to U.S. unified combatant commanders. The Marine Corps has established two combatant command-level service component commands: Marine Corps Forces Atlantic (MARFORLANT) and Marine Corps Forces Pacific (MAR-FORPAC). The Commander, Marine Forces Atlantic (COMMARFORLANT) is assigned to the Commander, U.S. Joint Forces Command (USJFCOM). He provides the II Marine Expeditionary Force to USJFCOM. Likewise, the Commander, Marine Forces Pacific (COMMARFORPAC), is assigned to the Commander, U.S. Pacific Command (USPACOM). COMMARFORPAC provides the I and III Marine Expeditionary Forces to USPACOM. These assignments reflect the peacetime disposition of Marine Corps forces.

Marine forces are apportioned to the remaining geographic combatant commands – the U.S. Southern Command (USSOUTHCOM), the U.S. Northern Command (USNORTHCOM), the U.S. European Command (USEUCOM), the U.S. Central Command (USCENTCOM), and U.S. Forces Korea (USFK) – for contingency planning, and are provided to these commands when directed by the Secretary of Defense.

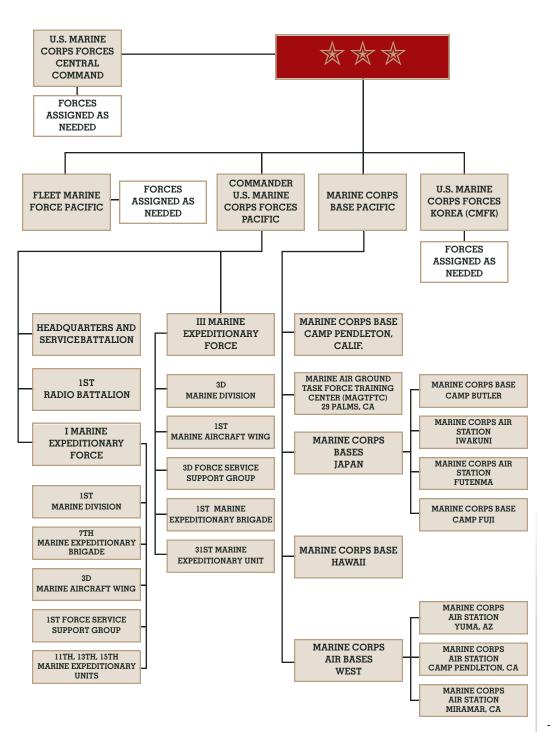
HEADQUARTERS, U.S. MARINE CORPS



U.S. MARINE CORPS FORCES ATLANTIC, EUROPE & SOUTH



U.S. MARINE CORPS FORCES PACIFIC, CENTRAL COMMAND & KOREA



MARINE AIR-GROUND TASK FORCE (MAGTF)

The MAGTF is the Marine Corps' principle organization for conducting missions across the spectrum of military operations. MAGTFs provide combatant commanders or joint task force commanders with scalable, versatile expeditionary forces able to respond to a broad range of crisis and conflict situations. They are balanced, combined-arms force packages containing organic command, ground, aviation, and sustainment elements. A single commander leads and coordinates this combined-arms team, from peacetime training through deployment. The MAGTF team lives and trains together, further increasing their cohesion and fighting power.

MAGTF CAPABILITIES

The naval character of MAGTFs enhances their global mobility, lethality, and staying power. Embarked aboard amphibious ships, forward-deployed MAGTFs provide U.S. civilian and military leaders with the ability to do the following:

- >> Move forces into crisis areas without revealing their exact destinations or intentions
- >> Provide continuous presence from secure sea bases in international waters
- >> Provide immediate national response in support of humanitarian and natural disaster relief operations
- >> Provide credible but non-provocative combat power over the horizon of a potential adversary, for rapid employment as the initial response to crisis
- >> Support diplomatic processes for peaceful crisis resolution before employing immediate response combat forces
- >> Project measured degrees of combat power ashore, at night and under adverse weather conditions if required

- >> Introduce additional forces sequentially into a theater of operations
- >> Operate independent of established airfields, basing agreements, and overflight rights
- >> Conduct combat operations ashore using inherent combat service support brought into the theater of operations
- >> Enable the introductions of follow-on MAGTF or joint and/or combined forces by securing staging areas ashore
- >> Operate in rural and urban environments and hostile nuclear, biological, and chemical situations
- Withdraw rapidly at the conclusion of operations or remain to help restore stability to the affected areas
- >> Plan and commence execution of a mission within 6 to 48 hours of receiving a warning order.

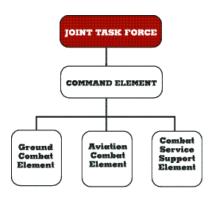
Along with the MAGTF, other special-purpose forces, discussed later, introduce additional depth to Marine Corps capabilities in support of joint operations.

MAGTF COMPOSITION

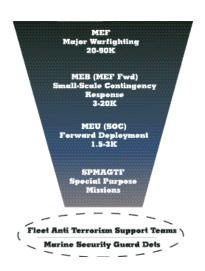
The Marine Corps task organizes for combat in accord with its statutory mandate to "...provide forces of combined arms, including aviation..." by forming integrated, combined-arms MAGTFs. MAGTFs are tasked-organized and specifically tailored by mission and for rapid deployment by air and/or sea. However, no matter what their mission or mode of deployment, MAGTFs are comprised of four elements:

Command Elements (CE). The CE contains the MAGTF headquarters and other units that provide intelligence, communications, and administrative support. As with all other elements of the MAGTF, CEs are scalable and task-organized to





BASES/STATIONS



provide the command, control, communications, computers, intelligence, and joint interoperability necessary for effective planning and execution of operations.

Ground Combat Element (GCE).

The GCE is task organized to conduct ground operations to support the MAGTF mission. This element includes infantry, artillery, reconnaissance, armor, light armor, assault amphibian, engineer, and other forces as needed. The GCE can vary in size and composition. It can consist of a light, air-transportable battalion; a relatively heavy and mechanized unit that includes one or more Marine, Army, or allied divisions; or other type of Marine Corps ground combat unit that meets the demands of a particular mission.

Aviation Combat Element (ACE). The

ACE conducts offensive and defensive air operations and is task organized to perform those functions of Marine aviation required to support the MAGTF mission. This element is formed around an aviation headquarters with appropriate air

control agencies, combat, combat support, and combat service support units. The ACE can vary in size and composition from an aviation detachment of specifically required aircraft to one or more Marine aircraft wings (MAWs).

Combat Service Support Element

(CSSE). The CSSE is task organized to provide the full range of combat service support functions and capabilities necessary to support the continued readiness and sustainability of the MAGTF as a whole. It is formed around a combat service support headquarters and may vary in size and composition from a support detachment to one or more force service support groups (FSSGs).

TYPES OF MARINE AIR GROUND TASK FORCES

Four types of MAGTFs can be task organized as follows: the Marine Expeditionary Force, the Marine Expeditionary Brigade, the Marine Expeditionary Unit (Special Operations Capable), and the Special Purpose Marine Air-Ground Task Force.

Marine Expeditionary Force (MEF).

The MEF is the principal Marine Corps warfighting organization, particularly during larger crises or contingencies. It is normally commanded by a lieutenant general. A MEF can range in size from less than one to multiple divisions and aircraft wings, together with one or more FSSGs. Equipped with 60 days of supplies, MEFs are capable of both amphibious operations and sustained operations ashore in any geographic environment. With appropriate augmentation, the MEF command element is capable of performing as a joint task force headquarters.

MEFs are the primary "standing MAGTFs," existing in peacetime as well as wartime. Currently the Marine Corps is organized with three standing MEFs, each with a Marine division (MARDIV), MAW, and FSSG. The I Marine Expeditionary Force (I MEF) is located at bases in California and Arizona. The II Marine Expeditionary Force (II MEF) is located at bases in North Carolina and South Carolina. The III Marine Expeditionary Force (III MEF) is forward-based in Okinawa and mainland Japan.

The MEFs remain the "cradles" or "reservoirs" from which all other Marine Corps capabilities emanate. Marine component headquarters, COMMARFORLANT or COMMARFORPAC, may form smaller MAGTFs from these MEFs. A MEF will normally deploy in echelon and will designate its lead element as the MEF (Forward).

Marine Expeditionary Brigade (MEB).

The MEB is the mid-sized MAGTF (up to 20,000 Marines) that is normally commanded by a brigadier general. The MEB provides transitional capability between the forward-deployed MEU and the MEF, our principal warfighting force. A reinforced infantry regiment, a composite Marine Aircraft Group (MAG), and a Brigade

Service Support Group (BSSG) will comprise a notional MEB. The command element of the MEB is embedded within the command element of its parent MEF; the Deputy MEF commander serves as the MEB commander.

MEBs provide supported combatant commanders with scalable, warfighting capability across the spectrum of military operations. An expeditionary force, it is capable of rapid deployment and employment via amphibious shipping (normally 15 amphibious ships, including five large-deck amphibious assault ships), strategic air/sealift, geographic or maritime propositioning force assets, or any combination thereof. With 30 days of accompanying supplies, MEBs can conduct amphibious assault and sustained operations ashore in any geographic environment.

A MEB can operate independently or serve as the forward echelon of a MEF. With additional MEF CE augmentation, a MEB is also capable of acting as a JTF headquarters. Currently, the Ist, 2d, and 3d MEB Command Elements are embedded within the CEs of I, II, and III MEF, respectively.

Marine Expeditionary Unit (Special Operations Capable) (MEU(SOC)).

Forward-deployed MEU(SOC)s embarked aboard Amphibious Ready Groups (ARGs) operate continuously in the areas of responsibility of various unified combatant commanders. These units provide the President and the unified combatant commanders with forward-deployed units that can conduct a variety of quick reaction, sea-based, crisis-response options in either a conventional amphibious/expeditionary role or in the execution of maritime special operations. The MEU is commanded by a colonel and deploys with 15 days of accompanying supplies.

Prior to deployment, a MEU undergoes an intensive six-month training program focusing on its conventional and selected maritime special operations missions. The training culminates with a thorough evaluation and certification as "Special Operations Capable (SOC)". In addition to possessing conventional capabilities, MEU(SOC)s are augmented with selected detachments to provide enhanced capabilities. These special capabilities include:

- >> Amphibious operations
- >> Direct action
- >> Tactical recovery of aircraft and personel
- >> Intelligence, surveillance, and reconnaissance
- >> Airfield/port seizure
- >> Non-combatant evacuations
- >> Humanitarian aid/disaster relief
- >> Supporting arms coordination.

COMMARFORLANT and COMMAR-FORPAC routinely maintain forward-deployed

MEU(SOC)s in the Mediterranean, Persian Gulf, and Pacific regions.

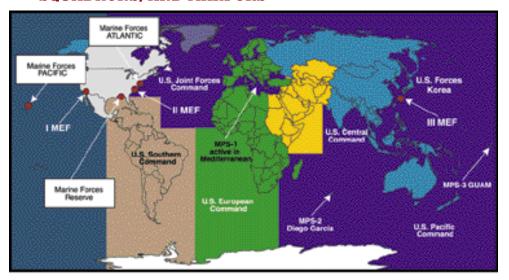
Special Purpose MAGTF (SPMAGTF).

A SPMAGTF is task organized to accomplish a specific mission, operation, or regionally focused exercise. As such, SPMAGTFs can be organized, trained, and equipped to conduct a wide variety of expeditionary operations, ranging from crisis response to training exercises and peacetime missions. They are designated as SPMAGTF with a mission, location, or exercise name: e.g., "SPMAGTF (X)," "SPMAGTF Somalia," "SPMAGTF UNITAS," or "SPMAGTF Dade County." Their duties cover the spectrum from non-combatant evacuation to disaster relief and humanitarian missions.

MAGTF SUSTAINABILITY

A fundamental characteristic of a MAGTF is its ability to operate for extended periods as an expeditionary force, relying on internal resources for sustainment. All MAGTFs have inherent sustainability that allows them to be self-sufficient for planned periods. Larger

LOCATIONS OF MEFS, MARITIME PREPOSITIONING SQUADRONS, AND MARFORS



MAGTFs have a deeper, broader, and more capable organic support capability. Different-sized MAGTFs deploy with sufficient accompanying supplies to support joint operations

MAGTFs can augment their organic sustainability by using external support from Navy organizations, host nation support (HNS) agreements, inter-service support agreements (ISSAs), and in theater cross service support.

MARITIME PREPOSITIONING FORCE (MPF)

The Maritime Prepositioning Force is a strategic power projection capability that combines the lift capacity, flexibility and responsiveness of surface ships with the speed of strategic airlift. Strategically positioned around the globe, MPFs provide unified combatant commanders with forward presence and rapid crisis response. MPF ships are organized into three Maritime Prepositioning Ships Squadrons (MPSRONs): MPSRON-I, based in the Mediterranean; MPSRON-2, based at Diego Garcia; MPSRON-3, based in Guam-Saipan area. The MPF is interoperable and flexible, able to support any size MAGTF - from a Marine Expeditionary Unit to a Marine Expeditionary Force - employing anywhere from one to all sixteen ships.

When needed, these ships move to a crisis region and offload either in port or in-stream. Offloaded equipment and supplies are then married up with Marines arriving at nearby airfields. The end result is a combat-ready Marine Air-Ground Task Force rapidly established ashore using minimal reception facilities. MPF is especially responsive to regional crises that involve humanitarian assistance and disaster relief. MPFs provide enough equipment and

supplies to support a MAGTF (a MEB is standard for MPF support) for its first 30 days of operations.

MAGTF deployment planning and training is conducted by the Commanding Generals, II MEF (MPSRON 1); I MEF (MPSRON 2); and III MEF (MPSRON 3). The Commander, Marine Corps Logistics Bases, Albany, GA is responsible for obtaining, prepositioning, and maintaining Marine Corps supplies and equipment for each MPSRON. This is accomplished in conjunction with the MEFs through a maintenance cycle program conducted at the Blount Island facility in Jacksonville, FL. The MPF ships are civilian-owned and operated under long-term charters to the Military Sealift Command (MSC).

UNIQUE UNIFIED COMMANDER SUPPORT

A combatant commander or subordinate joint force commander may also require Marine forces that do not possess all elements of a MAGTF. These forces are not given a MAGTF designation. Examples are installation security forces, engineer and medical support teams for humanitarian operations, deployments for training, law enforcement operations, and mobile training teams. In these cases, forces will be designated by the name of the senior headquarters having operational control; e.g., Ist Combat Engineer Battalion (Rein), Ist MarDiv.

OTHER SPECIAL-PURPOSE MARINE CORPS FORCES

The MAGTFs discussed above provide a continuum of capabilities to support naval, unified combatant commander, and national requirements. These MAGTFs are joined by other Marine Corps-unique forces to help

APPENDIX

the service deal with a full range of conventional and unconventional threats and assignments.

4TH MARINE EXPEDITIONARY BRIGADE (ANTI-TERRORISM)

In September 2001, the Marine Corps reactivated the 4th Marine Expeditionary Brigade as an anti-terrorism organization within Marine Corps Forces. The 4th MEB (AT) provides unified combatant commanders with specialized anti-terrorism forces that are rapidly deployable and sustainable. Its mission is to deter, detect, and defend against terrorist threats worldwide and conduct an initial response to chemical or biological incident.

The 4th MEB (AT) is organized around the Marine Corps Security Force Battalion; the Marine Security Guard Battalion; the Chemical, Biological Incident Response Force (CBIRF); and the Anti-Terrorism Battalion. The CBIRF is capable of rapid response to chemical or biological threats. Should an incident occur, CBIRF would immediately deploy to the affected site and provide a number of significant capabilities. These include the ability to coordinate initial relief efforts, to physically secure the incident site, to detect and identify chem-bio agents, to provide expert medical advice, and to provide limited decontamination of personnel and equipment.

The Marine Corps Security Force
Battalion provides armed anti-terrorism and
physical security trained personnel to highvalue naval installations or units. The battalion
maintains a worldwide presence at 14 different locations, ranging from Keflavik, Iceland
to Guantanamo Bay, Cuba to Bahrain in the
Arabian Gulf. These Marines protect key
naval assets, including strategic weapons,
command-and-control facilities, and naval
support activities. In addition, the Security

Force Battalion maintains two Fleet Antiterrorism Security Team (FAST) companies for deployment as directed by the Commander, USJFCOM. The Marines of Marine Corps Security Force Battalion may also "perform other functions as directed by the Commander, USJFCOM.

The two other elements of the 4th MEB (AT) play key roles as well. Marine Security Guards provide security services to selected Department of State Foreign Service posts to prevent the compromise of classified material and equipment and protect U.S. citizens and government property. The Anti-Terrorism Battalion focuses on the training of specialized skills through courses such as Urban Assault Climber and Enhanced Marksmanship, as well as advanced security techniques and weapon skills.

AIR CONTINGENCY FORCES

Both COMMARFORPAC and COM-MARFORLANT maintain Air Contingency MAGTFs (ACM) in a continuous state of readiness. ACMs are air-deployable forces available to the unified combatant commanders, whose lead elements can deploy within 18 hours of notification. The ACMs provide great versatility in that they can be used as part of the fly-in echelon of a MPF, as reinforcement for an amphibious force, or as the lead element of a MEF.

The ACM will be task organized to meet the mission, the threat, and airlift availability. The size of the GCE can range from a reinforced rifle company plus a battalion headquarters element, to a regimental-size force consisting of a regimental headquarters, two infantry battalions, a two-battery artillery battalion, a two-platoon reconnaissance company, a two-platoon engineer company, and appropriate aviation and combat service support elements.

NORWAY PREPOSITIONING PROGRAM

Similar in concept to the MPF but landbased, this program currently stores supplies and combat equipment at secure locations in Norway for an airlifted force. Forward positioning of equipment reduces both reaction time and additional airlift requirements.

SUPPORTING ESTABLISHMENT

The Marine Corps supporting establish - ment consists of those personnel, bases, and activities that support the Marine Corps' operating forces. This infrastructure consists primarily of 17 major bases and stations in the United States and Japan, as well as the personnel, equipment, and facilities required to operate them.

The supporting establishment also includes the Marine Corps Recruiting Command, the Marine Corps Combat Development Command, and the Marine Corps Logistics Command, as well as all training activities and formal schools. Additionally, the establishment includes those civilian activities and agencies that support the Marine Forces.

RESERVES

The United States Marine Corps Reserve is responsible for providing trained units and qualified individuals to be mobilized for active duty in time of war, national emergency or contingency operations and provide personnel and operational tempo relief for active component forces in peacetime. Marine Corps force expansion is made possible by activation of the Marine Corps

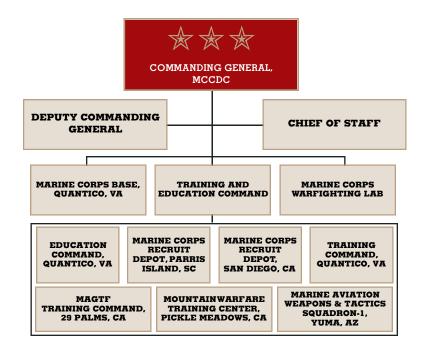
Reserve, which like the active forces consists of a combined-arms force with balanced ground, aviation, and combat service support units. Organized under the Commander, Marine Forces Reserve (COM-MARFORRES), units of this command are located at 185 training centers in 47 states, Puerto Rico, and the District of Columbia.

Over the past several years, the Reserve Component has been closely integrated with the Active Component under the Marine Corps' Total Force concept. The Reserves provide individuals and specific units to augment and reinforce active capabilities. The ethos for Marine Forces Reserve is mobilization and combat readiness. This ensures the men and women of Marine Forces Reserve stand ready, willing and able to answer the nation's call at home and abroad at a moment's notice.

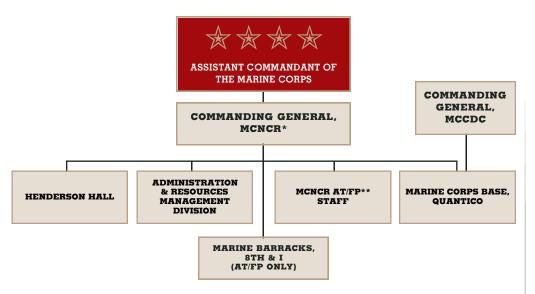
MARINE CORPS TOTAL FORCE

There is a direct relationship between the size of the Marine Corps and the contribution made to our national defense. Largescale deployments, operations, and training exercises with allies are part of our training and presence requirements in peacetime. A large percentage of our operating forces are forward deployed in support of the global war on terrorism, operations in the Persian Gulf, and many other U.S. efforts and commitments. This has led to a high deployment tempo and the demand for a sufficient rotation base back in the United States. This requirement will likely continue for the foreseeable future.

DEPUTY COMMANDANT COMBAT DEVELOPMENT/ MARINE CORPS COMBAT DEVELOPMENT PLAN



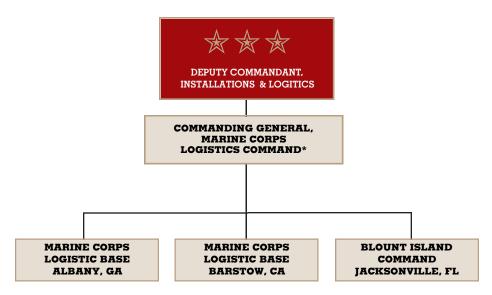
MARINE CORPS NATIONAL CAPITAL REGION STRUCTURE



^{*} CG, MCB QUANTICO "DUAL HATTED" AS CG, MCNCR.

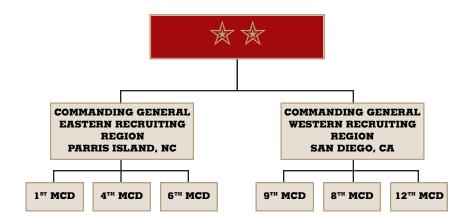
^{**} AT/FP - ANTITERRORISM/FORCE PROTECTION

MARINE CORPS INSTALLATIONS & LOGISTICS

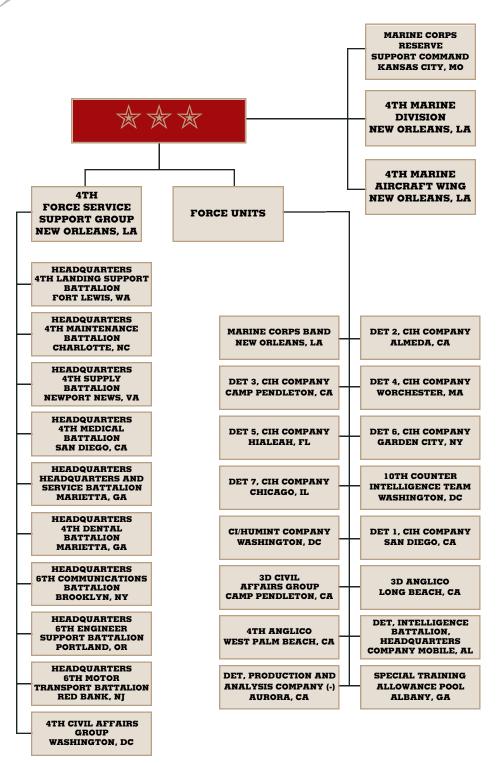


^{*} CG, MCLC "DUAL HATTED" AS CG, MARINE CORPS BASE ALBANY.

MARINE CORPS RECRUITING COMMAND



U.S. MARINE CORPS FORCES RESERVE



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Marine Barracks 8th & I

THE EVENING PARADE

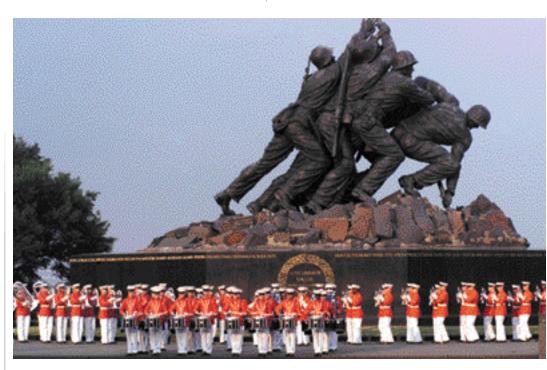
A 75-minute performance of music and precision marching, the Evening Parade features "The President's Own" United States Marine Band, "The Commandant's Own" United States Marine Drum and Bugle Corps, and the Marine Corps Silent Drill Platoon. The Evening Parade is held every Friday evening from the first Friday of May through the last Friday of August. The ceremony starts 8:45 p.m., beginning with a concert by the "President's Own."

HOW TO MAKE PARADE RESERVATIONS

Seating for the Evening Parade generally requires a reservation. Guests with reservations are admitted beginning at 7:15 p.m., and should arrive no later than 8 p.m.

Reservations may only be made in writing. In order to assure ample time to confirm

reservation request by return mail, requests should be addressed to the Protocol Officer, Marine Barracks, 8th and "I" Streets, S.E. Washington, D.C. 20390-5000. Requests can also be sent by fax to the Protocol Officer at (202) 433-4076. The request should include the name of the party (either group or individual); the number of guests in the party; a complete return address; and a point of contact with a telephone number. An alternate parade date should be included in the request in case the first date requested is unavailable. At approximately 8:15 p.m., guests without reservations who are waiting outside the main gate of the Barracks are offered unclaimed seats. Confirmations and gate assignments for reservation requests will be made by return mail. There are no public parking spaces available at the barracks. Guests may park at the Historic Washington Navy Yard, where a free shuttle service is provided to and from the Barracks. The first





shuttle departs the Historic Washington Navy Yard at 7 p.m., and the last shuttle departs the Barracks at II p.m. For additional information, you may call the parade information line: (202) 433-6060.

SUNSET PARADE

A one-hour performance, the Sunset Parade features the music of "The Commandant's Own" United States Marine Drum and Bugle Corps, and a precision drill exhibition by the Marine Corps Silent Drill Platoon. The Sunset Parade is conducted every Tuesday evening from the second Tuesday in June through the last Tuesday in August, beginning at 7 p.m.

The Sunset Parade, held under the backdrop of the Marine Corps War Memorial, is open to the public at no charge. Reservations are not necessary.

Spacious lawns provide ample room for guest to bring lawn chairs and blankets for informal viewing. There are no public parking spaces available at the memorial grounds on parade evenings. Guests may park at the Arlington National Cemetery Visitors' Center for a minimal fee. A free shuttle service is provided from the Visitors' Center from 5 to 7 p.m., before the parade, and from 8 to 9 p.m., following the parade.